higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N6

14 NOVEMBER 2018

This marking guideline consists of 7 pages.

Copyright reserved

QUESTION 1

1.1 1.1.1 True
1.1.2 True
1.1.3 True

1.1.4 False – Control/Coordination is the integration of objectives and tasks at all levels of all departments and functions.

1.1.5 False – Upward-communication method

1.1.6 False – The Wage Act provides for maximum number of working hours, annual leave, etc.

1.1.7 False – Job specification

1.1.8 True
1.1.9 True
1.1.10 True

(10 × 2) (20)

1.2 1.2.1 Productivity is the measurement of the output of goods and services delivered in a business in relation to the input of resources like money or material.

1.2.2 Marketing management focuses on promoting the sales of products or services of a business to consumers. It also aims to satisfy customer needs and improve the competitive advantage of the business.

1.2.3 Financial management involves the management of income, expenses, budgets and financial analyses.

1.2.4 Performance evaluation involves the evaluation of the work performance of employees in specific positions to identify strengths, weaknesses and areas of improvement.

1.2.5 An open system in business occurs when a business interacts with its external environment, e.g. exchanging information, material or communicating with customers.

1.2.6 Labour relations involve the handling of (work) relations, interaction and conflict between management and employees in the workplace. It is part of the industrial system and related to the economy.

1.2.7 The induction process introduces new employees to the workplace, departments, duties and procedures of the business to encourage productivity and loyalty towards the business.

(7 × 2) (14)

Copyright reserved

1.3 The disciplinary procedure is the set of rules or code of conduct that guides the work behaviour of employees to prevent problems. It stipulates how management will deal with unsatisfactory work or misbehaviour of employees at the workplace. The grievance procedure is a communication channel where grievances of employees can be heard and investigated fairly at the workplace. It is an upward-communication method where employees can inform management of their problems and complaints. (3 + 3) (6)

1.4
1.4.1 B
1.4.2 C
1.4.3 E
1.4.4 A
1.4.5 D

(5 × 2) (10)
[50]

QUESTION 2

2.1 2.1.1
- A mediator is an independent third party that investigates a problem and tries to find a solution for the dispute by making suggestions or finding a compromise.
- There is no obligation by the two disputing parties to accept the mediator's suggestions.
- The role of mediation is to restore the relationship and dispel unrealistic expectations.
- A mediator should always be neutral and objective and not take sides.

2.1.2
- Arbitration may be a voluntary or a compulsory process.
- When a dispute has reached a deadlock, it can be referred to arbitration.
- The arbitrator is appointed with the approval of both the disputing parties.
- The decision of the arbitrator is final and must be accepted by both parties.

(2 × 6) (12)

2.2
- Establish nature of the conflict: Determine if it is a personal or work matter.
- Organise a direct-contact meeting between the two parties: The manager should set a specific date and time for the meeting where she and the two parties will meet. They can discuss solutions or suggestions for the problem.
- Guidelines for handling conflict: It is important that the manager listen to both parties and not take sides. She should explain what the objective of the meeting is. She should gather enough information to solve the problem. Both parties should be able to state their cases. The manager should summarise the facts and consider solutions.
- Decide on a plan of action: Both parties should accept the plan of action or solution. They should implement, monitor and provide feedback on the plan, for example: The cleaner can be given a clear list of duties that she can complete daily. (4 × 2) (8)

Copyright reserved

2.3

JOB DESCRIPTION		
2.3.1 Job title	First cook	(1)
2.3.2 Workplace	Kitchen of Molomo's Rest (mention both for 2 marks)	(2)
2.3.3 FOUR specific daily tasks	• Prepare various dishes for meals • Place orders for stock/purchases • Wash and clean equipment • Clean own work area • Check quality of food and stock • Ensure safe work methods	(4)
2.3.4 TWO possible hazards	• Electrical faults • Fire hazards (burn) • Accidents with utensils (cuts)	(2)
2.3.5 Supervision	Report to Mrs Molomo/Manager/ Supervisor	(1)

2.4 2.4.1 A job analysis is the gathering of relevant information through observations and the study of the nature of a specific job. (2)

2.4.2
- How can tasks be arranged to increase worker performance
- How much time is needed to perform specific tasks
- The activities of each task
- Skills and experience required for each task (4)

2.5 Work study is the scientific observation and analysis of labour activities, the material, equipment and the conditions under which as job is performed. Method study focuses on the analyses of existing methods and procedures with the purpose of improving it so that time, space, energy and material can be used optimally to achieve greater productivity and efficiency.

(3 + 3) (6)

2.6 The aim of work measurement is to measure the time that it should take a trained employee✓ with the required skills, knowledge and experience✓ to perform a specific task✓ at an established tempo/pace under specific circumstances.✓ (4)

2.7
- Direct-time study
- Historical time
- Calculations
- Constituted basic-time values
- Analytical calculations
- Activity lists
- Work-specimen study
- Route card or flow diagram
- Process cards
- Micronutrient studies
- Chronocyclograph (Any 4 × 1) (4)

[50]

QUESTION 3

3.1
- Both hands begin and end motion simultaneously
- Hands move in opposite and symmetrical directions
- Use curved rather than straight-line movements
- Use smallest possible body part to do work
- Relieve hands of work if it can be done by feet for example
- Working area supplies must be within easy reach of the worker
- Use gravity whenever possible
- Provide work stations for tools or supplies
- Use dual-purpose tools, for example spatula with cutting edge
- Preposition items, for example racks for cutlery and spices (Any 5 × 2) (10)

3.2
- Identify management talent in the business (for development)
- Identify future training needs for development purposes
- Identify shortcomings for remedial actions (like training)
- Identify abilities and skills for skills updating
- Offer opportunity for award achievements (awards or increases) (5 × 2) (10)

3.3 3.3.1 The halo effect occurs when an evaluator judges a worker based on an observation of a specific characteristic too high or undervalues other important characteristics or areas. (2)

3.3.2
- Individual values and norms of assessors will impact the evaluation of the worker.
- When there is more than one supervisor/assessor there may be a difference in ratings as they rate one worker higher than another.
- The problem should be dealt with by setting clear evaluation standards and training supervisors on correct rating methods.

(3 × 2) (6)

3.4
- Mission and vision
- Objectives
- Management/Organisational structure
- Resources
- Business culture
- Business activities like marketing, finances, etc. (Any 4 × 1) (4)

Copyright reserved

3.5
- Demographic: Age, gender, marital status, family size, income, education, occupation and ethnic origin of guests is important to be able cater for specific needs.
  NOTE: Also accept social variable below if provided by learners.
- Social: Lifestyles, consumerism, buying habits, interests, opinions, activities, values and culture. These must be considered to provide suitable activities at the guesthouse, e.g. guests that may need transport, use swimming facilities or prefer certain foods.
- Technological: Any suitable example like new software, machines or computers, etc.
- Economic: Inflation, exchange rate, interest rates, recession, consumer income, fiscal, monetary policies and foreign investments, etc. Especially the income of guests would determine the prices she will be able to charge.
- Physical: Natural resources, fauna and flora, roads, infrastructure, minerals and pollution, etc. She must ensure that the physical area (gardens, etc.) around the guesthouse is neat.
- Political: Legislation like taxation, import taxes, labour laws, export control, trade rules, etc. will impact on the finances of the guesthouse. She must ensure that her guesthouse is rated by an external authority to be able to operate in the market. She must pay taxes.
- International: Trends, population changes, globalisation, imports/exports and trade agreements, etc. This can impact on the guesthouse as there may be an influx of visitors to SA. (Any 6 × 2) (12)

3.6
- Helps to decide on suitable advertising/marketing methods
- Helps to determine the best suitable price for the service/product
- Helps to ensure that the product/service addresses the needs of the selected target group (3 × 2) (6)

[50]

QUESTION 4

4.1
- Add information letters/leaflets to staff payslips
- Send e-mails to staff
- Information pamphlets at reception, for example emergency numbers
- Use a notice board to convey general information
- Use video recordings to convey information or do training
- Distribute a staff magazine or letter about social and business news
- Organise staff meetings to discuss business matters (Any 4 × 2) (8)

4.2
- Prevents crises in the kitchen, for example stock shortages
- Ensures standardised actions that can increase efficiency in the kitchen, for example ensuring that standardised recipes are correctly followed
- Prevents theft, wastage and malpractices
- Helps to see if staff performance is done per set requirements
- Helps to prevent overspending by keeping to a set budget as a control method.
- Saves money by applying economical practices. (Any 4 × 2) (8)

4.3 It is the description of the categories of menu items served during each meal. (2)

4.4

BREAKFAST	LUNCH	DINNER
Fruit, cereals, eggs, meat, bread/toast and beverages	Soup, entrée, meat/fish/poultry, salad/ vegetables, bread, fruit, dessert and beverages	Soup, entrée, meat/fish/poultry, vegetables/salad, dessert and beverages

(3 × 2) (6)

4.5
- Goals of the organisation
- Guest needs, food trends and preferences
- Budget guidelines
- Production and service abilities of the organisation
- Food availability due to market and seasons
- Service style (Any 5 × 2) (10)

4.6
- Reliability: Suppliers should be trusted to deliver the right product at the right time and price
- Price: Suppliers should supply the best quality at the best price
- Quality: Suppliers must be trusted to deliver consistent quality as agreed upon (3 × 2) (6)

4.7
- Regular menu changes
- Large number of dishes on a menu
- Dishes with a large variety of ingredients or expensive ingredients
- Poor forecast of the demand of certain dishes (can lead to waste if not ordered regularly)
- Wrong or poor usage of standardised recipes
- Wrong stock purchases (quality and cost wise) (6)

4.8
- Suit the business requirements
- Adaptable with current hardware
- Easy to install and use
- Cost-effective in terms of the business needs
- Ensure if additional equipment is needed to run the software
- Determine its performance standards
- Determine level of customisation
- Regular product updates
- After-service support from the software supplier (Any 2 × 2) (4)

[50]

TOTAL: 100

Copyright reserved